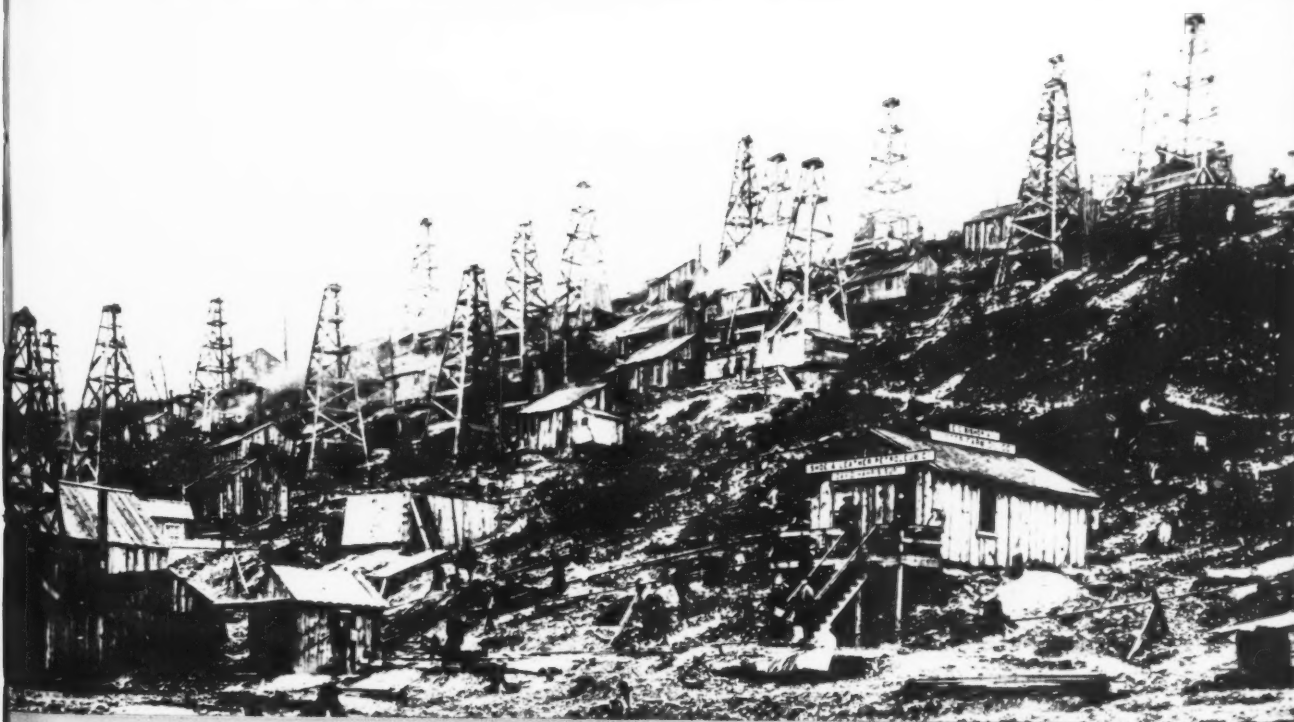


PUBLIC RELATIONS JOURNAL

JULY 1960



THE OIL INDUSTRY CENTENNIAL PROGRAM

By David L. Lewis

Social Sciences
Detroit Public Library
5201 Woodward Avenue
Detroit 2, Michigan

See Page 6

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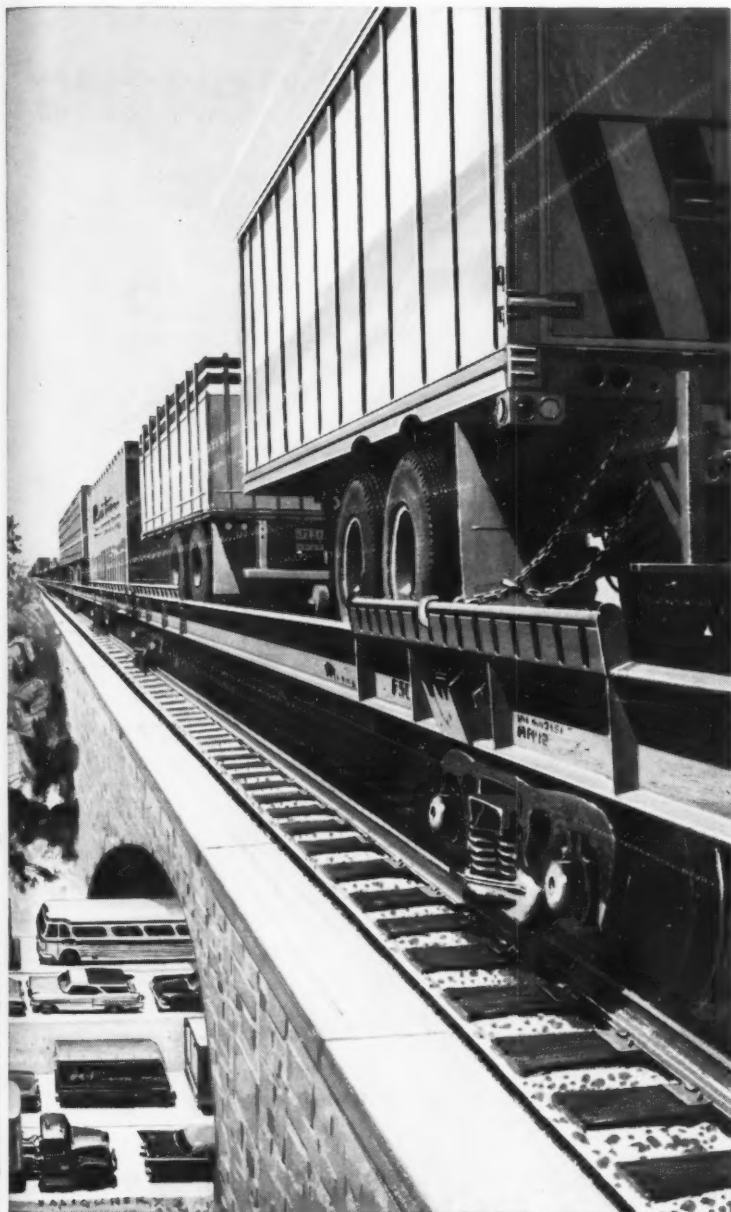


"To me, LIFE is being up front in a crowd . . . when big things happen." Only LIFE is so many things to so many people. Something special to each one.

LIFE

Photo by LIFE contributor Henri Cartier-Bresson, the only man to have a photographic exhibit in the Louvre. He chose this photo to show what to him is LIFE's great ability: "Getting you up front in a crowd each week."

Expressway without a traffic jam



It's 218,000 miles long and it didn't cost you a cent in taxes. With only *two* sets of track, a *railroad* expressway can handle the traffic of *twenty* four-lane highways built with public funds.

Truck trailers in ever-increasing numbers are deserting crowded highways for this steel expressway. More and more, standardized vans and containers interchangeable with other forms of transport are riding the rails "piggyback"...bringing you the things you need, the things you buy.

Piggyback is a spectacularly successful example of the forward thinking on the railroads today. This is railroad progress that benefits everyone—for we'll need railroads more than ever in the boom years ahead.

That's why an enlightened public policy, giving railroads equal opportunity with competing forms of transportation, is in everyone's interest. America's railroads—the lifeline of the nation—are the main line to *your* future.

ASSOCIATION OF
AMERICAN RAILROADS
WASHINGTON 6, D. C.



The most important 1,195,671 in the advertising "census"

An immense tabulation is now being completed—the national census. Its purpose is clear—to tally and measure the nation's population. Another kind of "census" goes on continually in advertising circles—the tabulation and measurement of audiences.

Some combinations of mass media come up with an advertising audience estimated to exceed the total population of the United States. Yet, how much more important to advertisers than "how many" is "which ones"?

Do these people have the money to buy my product or service? Are they the people who set the buying pace in their communities? Can their well-respected opinions help my company grow—in stature, in sales and in profits?

Measured in these specific ways, the 1,195,671* important people who buy and read "U.S. News & World Report" can readily be called the most important magazine readers of all—and the magazine that brings them together each week . . .

The most important magazine of all



No other news magazine concentrates its entire content on the important news of national and world affairs. Consequently, no other news magazine attracts such a high concentration of the leaders of business, industry, finance, government and the professions.

No other news magazine attracts such a high concentration of higher-income families (average income—\$15,496).

Ask your advertising agency for the documented facts about this important magazine . . . from your standpoint, very likely the most important magazine of all!

U.S. NEWS & WORLD REPORT

America's Class News Magazine

Advertising offices, 45 Rockefeller Plaza, New York 20, N. Y.
Other advertising offices in Boston, Philadelphia, Pittsburgh, Cleveland,
Detroit, Chicago, St. Louis, San Francisco, Los Angeles, Washington and London.

*Publisher's Interim Statement to the Audit Bureau of Circulations for the 3 months ending March 31st, 1961

A JOURNAL OF OPINION IN THE FIELD OF PUBLIC RELATIONS PRACTICE

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**Oil Industry Gambles—and Wins—
With Unique Centennial Program** *David L. Lewis* 6

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ON THE COVER: The World's First Oil Boom—Colonel Edwin L. Drake's achievement in bringing in the world's first commercial oil well in 1859 launched an oil boom in Western Pennsylvania comparable to the California gold rush of '49. David L. Lewis, a contributing editor of the JOURNAL, has written a detailed "case history" of the Oil Industry's highly successful 100th anniversary. See page 6 for "Oil Industry Gambles—and Wins—With a Unique Centennial Program."

COVER PHOTOGRAPH: COURTESY THE TEXAS COMPANY

Published monthly, copyright 1960 by the Public Relations Society of America, Inc., 375 Park Avenue, New York 22, New York. Kenneth Youel, President; Harold B. Miller, Vice President; Bert C. Goss, Treasurer; John L. Fleming, Secretary; Shirley D. Smith, Executive Director. Of the amount paid of dues by Active and Associate Members of the Society, \$7.50 is for a year's subscription for the PUBLIC RELATIONS JOURNAL. Reentered as second class matter October 29, 1954, at the post office at New York, N. Y., under the act of March 3, 1879. Subscription rates: \$7.50 a year domestic, \$8.50 a year foreign; \$13.50 two years domestic, \$15.50 two years foreign; \$18. three years domestic, \$22. three years foreign. Single copies 75 cents each.

Editorials

PREVIEW OF OCTOBER

Almost before we know it the month of October will lift its bonny head over the horizon, surrounded with gaily colored leaves and bracing air.

October also will have special meaning for the *PUBLIC RELATIONS JOURNAL* and its readers. In that month the *JOURNAL* will celebrate its fifteenth birthday. To commemorate the event, this publication will print an unusual collection of editorial material.

Naturally the issue will present the program for the 13th National Conference of the Public Relations Society of America to be held in Chicago in November. It will provide a run-down of the story of the growth and progress of the *JOURNAL*; and in addition there will be some of the best articles we have been able to round up in any issue in 15 years.

Another significant message will describe the role of public relations practitioners as of 1960. The status, influence and service of these people have made giant gains.

Public relations specialists now sit close to the chief executive in almost every important organized activity—either as officials or counsels. As such they have strong influence in interpreting and often helping to shape organization policies and practices.

More specifically, the public relations experts are involved in the *communications* of nearly all organizations. This applies increasingly to advertising (especially institutional), as well as to other forms of communication with special publics and the overall public.

Managements are recognizing that their promotion should build good will not only for products and services but also for the organization behind them. This is where the public relations specialist plays a fine role. It is his responsibility to try to make sure that his employer or client is regarded as having a genuine friendly interest in people; that the organization is forward-looking in providing products or services with quality and value; that it is fair and efficient in its operations; that its human relationships rate high on all fronts, and that it is a high-type of "citizen."

Because widespread criticism has arisen about good taste and basic truthfulness in promotion to the public, the public relations executive is increasingly called upon to help project a favorable (and well-deserved) image of many organizations.

Public relations serves managements with a "voice of conscience"; with insight and foresight; with keen hearing for the rumblings of public opinion. As communicators, public relations people have a responsibility today in almost every direction—in relations with consumers, stockholders, employees, communities, opinion molders, educators, publishers, broadcasters and government at all levels.

In its October issue, the *JOURNAL* will cover the highspots of this important subject along with other outstanding features.

ANOTHER HAPPY BIRTHDAY

Industries, companies and other organizations have often celebrated meaningful anniversaries with public relations guidance. Now and then such a project has stood out as brightly as a full moon on a clear summer night.

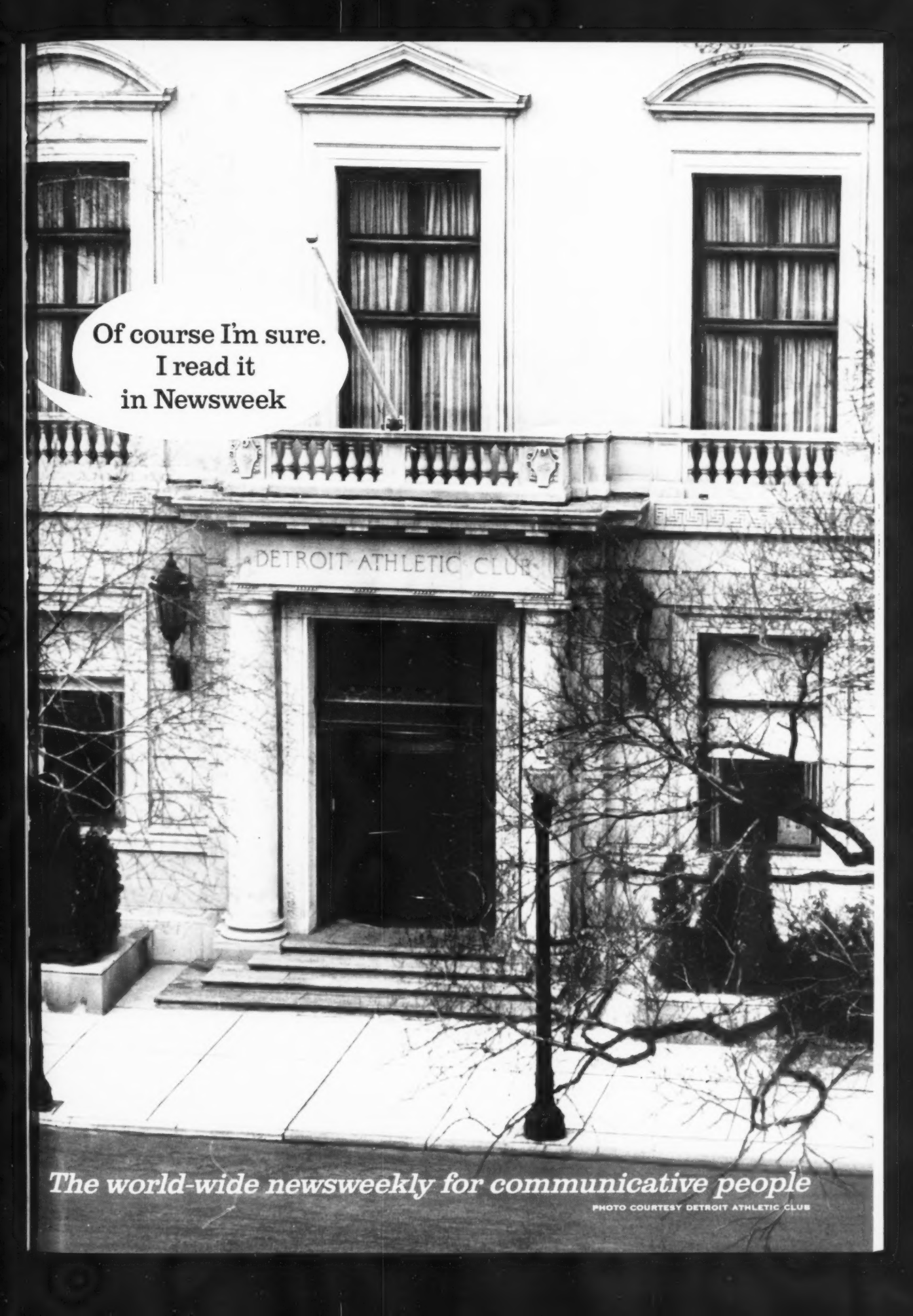
But one of the brightest in recent years was sparked by the oil industry last year. Only now can a reasonably accurate evaluation of the results be compiled. These results are reported in our lead article in this issue of the *JOURNAL*.

Written by David Lewis, one of our contributing editors, with the cooperation of many public relations specialists in the oil industry and allied businesses, the article relates how the program broke away from traditional procedures. The committee in charge did not plan and direct "from the top down." It recommended a highly decentralized program—everyone for himself in his own way—although, of course, with available suggestions, background information and tools to be utilized if desired.

It was a big gamble. Until the latter stages, it seemed highly discouraging—then everything seemed to fall into place with magnificent end results. It undoubtedly was one of the great public relations projects of modern times.

Among other articles in this issue: One on the extensive public relations of the fabulous team of Rodgers & Hammerstein; painting the portrait of a corporate personality; an analysis of why people give or don't give money for fund raising drives; "classified" information for defense suppliers; building friendship by telephone; cooperation of television and press for community progress; book reviews and assorted short items. We hope you like it!



A black and white photograph of the Detroit Athletic Club building. The building is a grand, multi-story structure with classical architectural features, including a prominent portico with columns and a balcony with a decorative railing. The entrance is marked by a pediment with the words "DETROIT ATHLETIC CLUB". Bare tree branches are visible in the foreground, partially obscuring the building. A speech bubble is positioned in the upper left quadrant of the image.

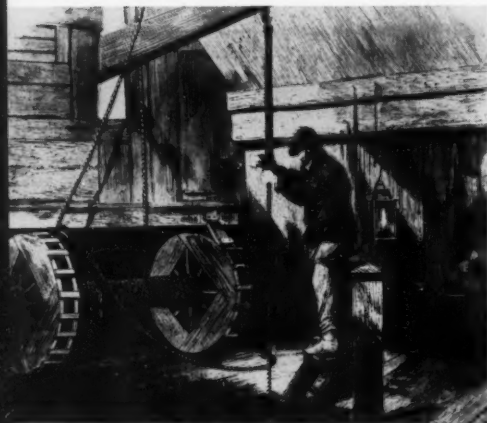
Of course I'm sure.
I read it
in Newsweek

The world-wide newsweekly for communicative people

PHOTO COURTESY DETROIT ATHLETIC CLUB



BIRTH OF OIL INDUSTRY: The world's first commercially successful oil well is shown above. This well was completed at Titusville on August 27, 1859, by Colonel Edwin L. Drake and the event marked birth of the oil industry.



BORING FOR OIL: This picture of an oil driller at work was sketched by a "special artist" and appeared in Frank Leslie's "Illustrated Weekly" soon after the Titusville oil well was completed.



McCLINTOCK NO. 1: The world's oldest producing oil well located near Titusville is owned by Quaker Oil Refining Corporation. This well was drilled in 1861, two years after Colonel Drake drilled his commercially successful well.

Oil Industry Gambles—And Wins—with Unique Centennial Program

By David L. Lewis

Since the highly successful Light's Golden Jubilee celebration in 1929 focused attention on the value of publicizing notable anniversaries, many industries and companies have conducted large-scale campaigns to commemorate historic milestones.

These anniversary celebrations almost invariably have been planned and administered by a top-level industry-wide or company committee. Master plans were mapped out months or even years in advance, and participants followed formal program schedules pretty much to the letter. Such well-organized campaigns proved highly successful for a number of anniversary celebrants, among them the auto industry in 1946, U. S. Steel in 1951, du Pont in 1952, Ford in 1953 and General Motors in 1958.

However, the oil industry, of which

DAVID L. LEWIS is a member of the Public Relations Staff of General Motors Corporation, a position he has held since April, 1959. Between 1948 and 1955 Mr. Lewis' business experience included newspaper reporting, employee publications editing, press relations work and serving as supervisor of Ford Motor's Industrial Arts Award youth program. He received a B.S. degree in journalism from the University of Illinois in 1948; an M.S. degree in public relations from Boston University in 1955, and his Ph.D. in economic history from the University of Michigan in 1959. Mr. Lewis is one of the Contributing Editors of the PUBLIC RELATIONS JOURNAL.

the American Petroleum Institute (API) serves as spokesman, decided to break with this tested format in planning for the 1959 celebration of the 100th anniversary of the drilling of the first commercially successful oil well. Instead of planning and directing the observance from the top down, API's Centennial Working Committee, composed of company public relations personnel, recommended a highly decentralized campaign which must rank among the greatest gambles in public relations history. How this gamble paid off must similarly rank as one of the leading success stories in public relations history.

The centennial's objectives

In brief, API formulated the centennial's objectives—to illustrate the industry's achievements, show how it has served the public and explain why it should remain free of government restraints—and asked oil companies, trade associations and state and local oil organizations to promote the observance with their own personnel and facilities. API assumed responsibility for developing promotional ideas and materials and agreed to cooperate with groups planning local programs and to serve as the centennial's coordinating body. "It's your Centennial," said an API booklet which listed possible means of publicizing the anniversary, "and the Centennial program will only begin to exist as oil men and women throughout the country take these plans, adapt them to local and company conditions, and put them into effect."

Actually, API, assisted by its advertising agency, Sullivan, Stauffer, Col-

well and Bayles, went to considerable length to encourage and facilitate the participation of companies and industry groups. In addition to preparing an anniversary idea booklet, the Institute originated and distributed logotypes of the centennial's slogan, "Oil's First Century — Born in Freedom Working for Progress," commissioned a centennial poster by Norman Rockwell, prepared special print ads for each segment of the industry and developed a series of radio and television spots featuring anniversary greetings by such distinguished Americans as Generals Alfred Gruenther and Mark Clark; Ford Frick, Eric Johnston, David Sarnoff and Donald Douglas, Sr.

Library of photographs

API also established a library of historic photographs upon which oil people and media might draw and prepare a brief industry history, a brochure of line drawings, features, editorials, speech outlines, radio-television scripts and other materials designed to assist company personnel and local groups in planning their celebrations.

In addition, API arranged for John Daly to narrate a centennial prologue for a three-year-old film, "The Story of Colonel Drake," and made the movie available to oil groups and television stations under the title "Born in Freedom." The film, in which Vincent Price plays the leading role, tells the story of Col. Edwin Drake's pioneering drilling efforts at Titusville, Pa. API also offered stories, photographs, spot announcements and films to magazines, wire and syndicated feature services, newspapers and network radio and television.

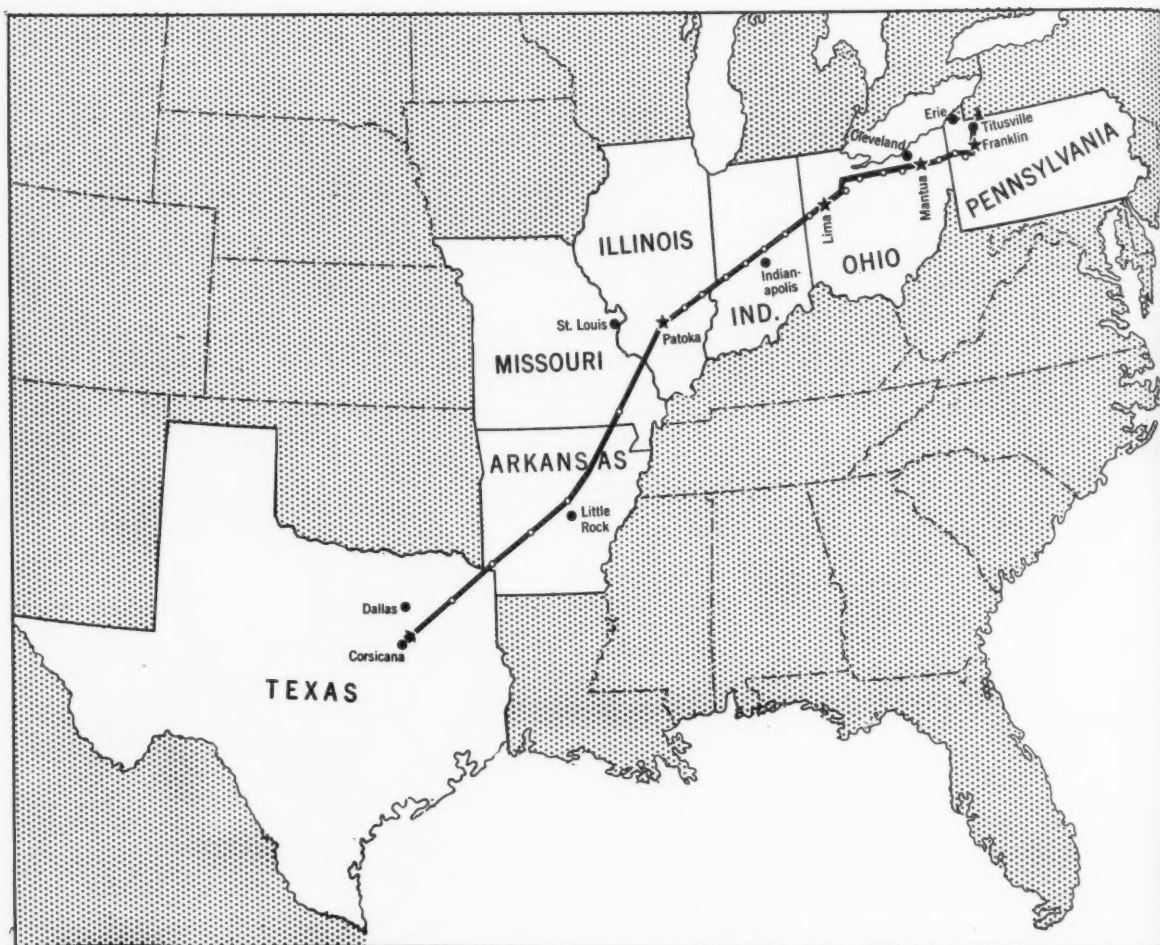
Off to a slow start

Despite API's basic activities and promotional aids and its strong encouragement of autonomous centennial programs, not every oil company or group accepted the invitation to participate. Some companies decided to take no direct part in the anniversary, expressing the view in effect, "if we do a good job of serving the public day in and day out we create a far better impression of the oil industry than by spending the time and money devoted to a special celebration." Several other companies confined their support of the observance

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TITUSVILLE: A well drilled near Colonel Edwin L. Drake's original well at Titusville was blown in on centennial day, August 27, 1959. This stunt served to remind the public that the western Pennsylvania oil region still produces some of the world's highest grade crude oil. Well shown above turned out to be a "duster."



MAP shows the underground crude oil pipe line route through which messages from governors of the nation's 33 oil and gas producing states were transmitted as part of the oil industry's centennial year observance. The messages, on microfilm, journeyed from Corsicana, May 5, and arrived in Titusville a month later. Messages were attached to a pipe line scraper.

to contributing money to API's centennial committee and devoting some television-radio commercials to the occasion.

Fortunately for API and W. R. (Rod) Huber, retired Gulf director of public relations who in 1958 was named API centennial director, most of the nation's oil companies and state and local associations accepted the challenge facing them. In many instances, however, their acceptances were not immediate. "As 1959 bore down on us like a runaway locomotive," said Huber at the conclusion of the celebration, "I got scared stiff. It looked for a time as though our Centennial might be the biggest flop in history. Finally—about June 1—we began getting orders for supporting materials from both companies and state organizations. We got volunteers to act as Centennial coordinators . . . and in July things began to happen."

Patterns of participation

In view of the loose arrangements, no two companies, organizations or communities could have been expected to observe the centennial in exactly the same way. None did. There were, however, certain patterns of participation. Large companies such as Cities Service, Texaco, Pure, Sun, Humble, D-X Sunray, Standard (Indiana) and Phillips usually featured the centennial in radio and television commercials, ran institutional advertisements in newspapers and magazines, devoted billboard space to the Rockwell poster, included centennial stuffers with credit card statements, prepared lobby displays in office and plant locations and featured centennial articles in employee and dealer publications.

Some of these activities reached impressive proportions. Shell, for ex-

ample, promoted the centennial in 650 television and 3,050 radio commercials and on 1,350 twenty-four sheet billboards and 14,400 service station poster boards. Gulf distributed 1,183,000 centennial enclosures with its August, 1959, statements to credit card customers. Sun for nine days devoted half of the commercial time on its network radio newscast to one-minute centennial statements by some distinguished Americans, displayed the Rockwell poster on 645 billboards and distributed 336,000 copies of a Sun-produced centennial leaflet to company customers, stockholders and royalty holders. Texaco for six weeks devoted commercial time on seven local and regional radio programs and on a network television news program to the anniversary and dedicated issues of its employee and stockholder magazines

Continued on Page 10

How businessmen appraise leading oil companies...

A new survey, just completed by NATION'S BUSINESS, asked 1,000 prominent businessmen to appraise the progress and future prospects of sixteen major oil companies. The businessmen were asked:

1) "Assuming you were approached by a young man who seeks employment in the petroleum industry, which one of the following firms would you recommend he consider for future employment?"

2) "If you were to make a personal investment of \$5,000 in petroleum stocks, which three of the above firms would you consider?"

Standard Oil of New Jersey, Texaco, Shell and Phillips Petroleum are among the companies mentioned frequently by the respondents. Of special interest are the comments on each of the sixteen listed companies, reproduced exactly as made by the responding executives.*

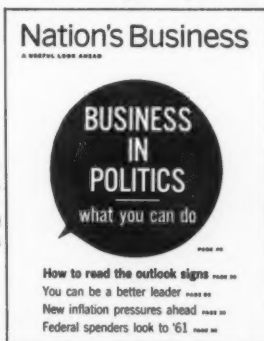
how to create a corporate image...

Tell your corporate story to businessmen at a time when they're interested in what you have to say.

When they're reading NATION'S BUSINESS, for example. More than 750,000 leaders of the business and industrial community turn to NATION'S BUSINESS monthly for information that is vital in the conduct of their business... "a useful look ahead" in management techniques... for what's going on in Washington that will affect their businesses... and for solutions to specific business problems they can adapt to their own business.

Your corporate advertising in NATION'S BUSINESS can help create a less diffuse, more vital "image" of your firm

in the minds of men whose opinion is valuable... the articulate business executives who have the ability and the opportunity to influence the opinion of others. In NATION'S BUSINESS, you can create favorable impressions for your company among the investor group: the successful businessmen who influence security purchases for the portfolios of institutions, associations, their own firms, families and associates. Corporate advertising to business executives in NATION'S BUSINESS gives you the opportunity to win and hold their good opinion of your company, its management and operating philosophy, its products and services.



*NEW: "An Appraisal of the Petroleum Industry," report of a study recently conducted by NATION'S BUSINESS among 1,000 leading business executives. For a copy, write today.

Nation's Business

READ BY THE MEN WHO OWN AMERICA'S BUSINESS AND INDUSTRY

711 THIRD AVENUE, NEW YORK 17, NEW YORK



"BORN IN FREEDOM," a film distributed by the American Petroleum Institute, depicted the story of sinking America's first oil well. In this scene Colonel Drake (in top hat) and Uncle Billy Smith (at the drill) began sinking the historic well.

(total circulation 256,000) to the centennial. Pure published a double-page advertisement in the *Saturday Evening Post* which reproduced the marketing symbols of 24 of its competitors.

Indiana Standard's centennial program served the added purpose of promoting the company's own 70th anniversary. The firm distributed a popular version of its history to employees, dealers, business and civic leaders, displayed a special 24-foot exhibit in Chicago's loop for four weeks, encouraged employees to address civic groups on the industry's

and company's history, devoted an issue of the employee magazine to the anniversaries and included an anniversary stuffer in one of its credit card statements. Standard also encouraged its refinery and regional sales executives to conduct centennial ceremonies at plant locations and to take an active part in local and state industry activities.

The centennial activities of smaller companies and trade associations and local groups also followed certain recognizable patterns. There were, of course, innumerable dinners at which oil men paid tribute to the centennial

or were themselves honored by local organizations. Many of these banquets were quite large. A dinner held in Providence under the auspices of the Rhode Island Petroleum Industries Committee, for example, was described by the *Providence Journal* as the "biggest birthday party ever held in this state."

Parades, picnics and pageants

There were countless centennial parades, picnics, pageants, dances and queens (exacting requirements of the Maryland Petroleum Association: attractive, voluptuous yet wholesome) and scores of essay, photographic, painting and model oil well contests. Exhibits were shown at numerous state and county fairs, museums and conventions. Markers were placed at many early oil wells and birthplaces and graves of oil pioneers.

Scores of oil refineries and installations were toured and thousands of speeches and films were presented to civic groups. Dozens of "centennial" scholarships were awarded to students. Newspapers published more than 100 centennial editions or special sections. Thirty legislatures and/or governors issued centennial proclamations. Twenty-nine mayors in Wisconsin alone honored the anniversary.

At the same time there was an almost infinite variety of distinctive promotional events. The Maine Petroleum Association sponsored an Oil Centennial Race at Scarborough Downs; the Oil Heat Institute of America distributed among Long Island stores 1,200,000 shopping bags bearing the Rockwell art; Maryland oil men fashioned a "sea monster" of oil derivatives which appeared off the Maryland coast; the Utah Petroleum Council arranged for Ute Indians and Utah collegians to carry a torch 190 miles from the site of the state's first oil well to the governor's office; Decatur, Illinois, oil men distributed tickets for a baseball game through local service stations and drew the biggest sports crowd in the city's history.

One very distinctive centennial event was conducted by citizens of Salina, Kansas. They brushed aside the industry's history books and staged a celebration in honor of a local oil well which they claimed antedated Colonel Drake's Titusville well by a full month.



REPLICA of the Drake Well at the original wellsite along the bank of Oil Creek just outside Titusville. The view is taken from the entrance of Drake Well Park.

The Titusville celebration

Certainly the most impressive celebration of the Centennial was held in Titusville. Plans for the observance began in 1956 when local citizens, fearful that API's approach to the centennial might not adequately publicize Titusville as the birthplace of the industry, formed Oil Centennial, Inc. (OCI). This organization's efforts were supplemented in early 1959 by Pennsylvania and other oil men who formed an oil industry division within OCI. Batten, Barton, Durstine & Osborn was retained to carry out promotion plans drawn up for the local observance.

The Titusville celebration covered five months time, starting on April 5 when graveside ceremonies marked the 140th anniversary of Drake's birth. The observance was concluded on August 27 (anniversary date of the drilling of the first successful well), when Dave Garroway presented his "Today" show from Drake Park and Postmaster General Arthur E. Summerfield dedicated a commemorative stamp. A total of 1,500,000 stamps was sold at Titusville that day—800,000 of them cancelled on first-day covers. Among the dignitaries who spoke in Titusville on Centennial Day were Gov. David L. Lawrence of Pennsylvania; Gen. E. O. Thompson, Chairman of the Texas Railroad Commission; Robert Dunlop, President of Sun Oil Company; J. C. Donnell, II, President of Ohio Oil Company, and M. J. Rathbone, President, Standard Oil Company (New Jersey).

"The Great Oildorado"

Between April and August, OCI sent *The Great Oildorado*, a book which described the early years of the western Pennsylvania oil fields, to several thousand members of the press; placed microfilmed messages signed by the governors of all 33 oil and gas producing states in a pipeline scraper at Corsicana, Texas, and shipped them underground 1,255 miles to Titusville; erected a "monument to failure" at the site of the world's first dry hole (drilled near Titusville); obtained a posthumous commission for Colonel Drake (whose title had been bestowed by his employers) in the Pennsylvania National Guard; buried a time capsule to be opened in the year 2000.

Continued on Page 12



PORTRAIT of GROWTH

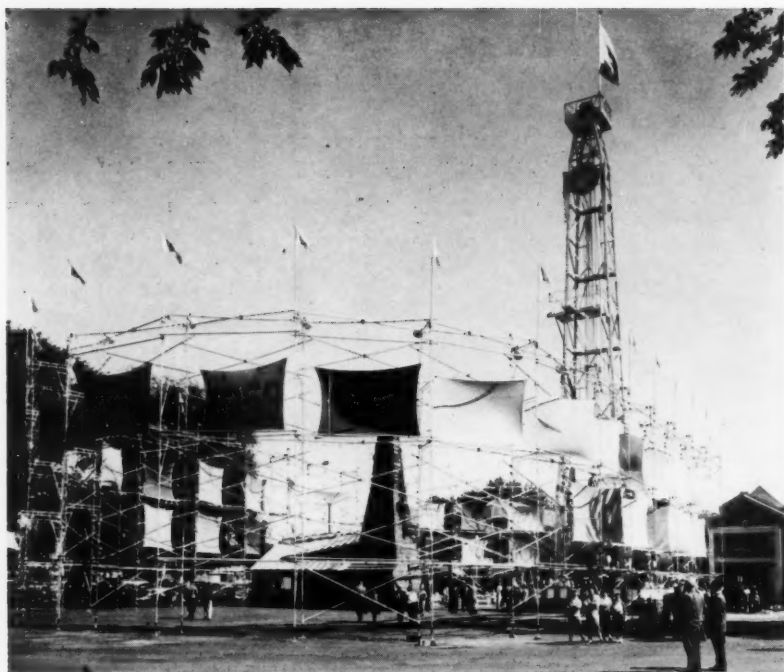
In the preface to Sunray's 1959 Annual Report, Chairman C. H. Wright and President Paul E. Taliaferro say, "... we recognize that wealth is created in our industry basically through exploration, and our long range plans emphasize a program of expanding oil and gas production, together with the necessary facilities to market these resources." As evidence of the soundness of this policy, consider these financial highlights from the 1959 Annual Report:

	1959	1958
Shareholders' Equity	\$461,265,383	\$435,285,029
Gross Operating Income	\$450,989,084	\$372,285,346
Net Income	\$ 43,814,599	\$ 40,663,623
Capital and Exploratory Expense	\$ 67,660,624	\$ 52,459,038
Dividends, paid in cash:		
Preferred Shares	\$ 3,451,371	\$ 3,519,252
Common Shares	\$ 23,283,559	\$ 22,907,501
Per Share of Common Stock:		
Earned on Net Income	\$ 2.25	\$ 2.14
Dividends Paid	\$ 1.32	\$ 1.32

If you'd like a copy of Sunray's 1959 Annual Report, simply write to: The Secretary, Dept. C, P. O. Box 2039, Tulsa 2, Oklahoma.

SUNRAY 
MID-CONTINENT OIL COMPANY
GENERAL OFFICES, TULSA

The Oil Company With Growing Plans!



FULL-SCALE WORKING MODEL of the derrick used by Colonel Drake was built by America's oilmen at the Eastern States Exposition in Springfield, Mass., East's largest agricultural-industrial fair, in 1959. Rotary rig is next to the well.

and drilled and shot a new well (a "duster" unfortunately) in Drake's Park. Publicity about Titusville appeared in every state and in many European and South American countries.

Among other highlights of the centennial were celebrations and displays at the Eastern States Exposition, Springfield, Mass., the East's largest agricultural-industrial fair, where Vice President Nixon opened the exhibit; the Fifth World Petroleum Congress, New York; the International Petroleum Exposition, Tulsa; and the 39th annual meeting of API in Chi-

cago. There also were oil and energy symposia at Harvard, Columbia and the University of Houston during the centennial year.

Statistics show success

In view of the decentralized nature of the centennial, complete promotional results of the celebration probably will never be known. There are some statistics, however, which give an indication of the success of the observance.

Three hundred and four television stations, about three-fourths of all those in the United States, presented "Born in Freedom" as a public service program. These showings presumably covered 96 per cent of all American homes with television. Tens of thousands of broadcasts and telecasts were made. One Eastern radio-television station reported receiving 19,000 pieces of mail as a result of its 10-day centennial promotion campaign.

Virtually every national magazine and many industrial publications inside and outside the oil industry noted the centennial. A dozen books on the oil industry appeared during the centennial year reaching hundreds of thousands of persons.

As an indication of state-by-state

activities, ten thousand posters were displayed at service stations and 1,100 posters were placed on large billboards in California; 275 institutional advertisements appeared in Illinois newspapers; innumerable oil features were published in Kentucky newspapers; 274 speeches and demonstrations were given in New York; and 42 centennial editorials appeared in Wisconsin newspapers.

Autonomous nature

The autonomous nature of the centennial makes it virtually impossible to determine expenditures. API itself reports only a "very tight budget." OCI similarly reports an "astonishingly low" budget. A large number of companies and other centennial participants each spent in excess of \$10,000, and on the basis of their activities it is logical to assume that a dozen or so firms budgeted upwards of \$25,000. Unquestionably a few companies spent considerably more.

Spokesmen point with pride

Oil industry spokesmen point with pride to the George Washington Honor Medal presented to API early this year by Freedoms Foundation under its Americana General Awards classification.

"The centennial," said Huber, "has not solved all our public relations problems. I doubt very much, for example, that a single person who violently dislikes the oil business has changed his mind as a result of our observance. But an awful lot of people who tended to distrust us because they know so little about us have changed their minds. . . . Folks have learned a great deal about us. I am confident they will react more favorably to problems of the industry in the future."

Huber is especially pleased with the way hundreds of company and trade groups turned the centennial into "one of the finest displays of co-operative public relations effort that this country has seen." A by-product of the concerted effort, he adds, was the education of many company employees to the point where they will do a much better public relations job in the years ahead.

"The industry and outsiders," reported Huber at API's annual meeting in 1959, "will be talking with pride about our Centennial for a long time to come."

YALE & TOWNE
289th Quarterly Dividend



37½¢ a Share

Payable:
July 1, 1960

Record date:
June 14, 1960

Declared:
May 26, 1960

Elmer F. Franz
Vice President
and Treasurer

THE YALE & TOWNE MFG. CO.
Lock and Hardware Products since 1868
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FABULOUS TEAM: Richard Rodgers (left) and Oscar Hammerstein (right)

THE FABULOUS TEAM OF RODGERS AND HAMMERSTEIN

By Lynn Farnol

The public relations policy of Rodgers and Hammerstein is a quiet and unaggressive one. It consists of doing the things that have to be done and doing them well. For each of their Broadway shows, there is a professional theatre publicist, responsible for promoting a specific entertainment to an entertainment-hungry public.

A major effort has to do with the enormous Rodgers and Hammerstein catalogue of plays, music and songs. Each man has been contributing to the theatre for 30 years or more. Their collaborations, dating from 1943, have involved everything from "Oklahoma!" to "The Sound of Music." A recent computation indicates that more than 25,000,000 show albums of their works have been sold. "State Fair" is about to be re-

filmed. "Babes in Arms" was reborn to the summer theatre circuit last summer with a modernized book. "Oklahoma!" had 41 stock company productions during one week.

Songs never grow stale

"Ol' Man River" and "The Last Time I Saw Paris" from the pre-Rodgers repertory of Hammerstein are among the dozens of songs that never grow stale. From Rodgers' long list, songs are constantly being revived. "Where or When?" a current favorite from "Babes In Arms," Rodgers and Hart vintage of 1937, is currently competing with Rodgers' and Hammerstein's "Sound of Music," vintage of 1960.

From a legal and administrative viewpoint, this great repertory of songs and plays is handled by the firm

of Reinheimer and Cohen. From the viewpoint of music, the responsibility is with the Williamson Music Company, a division of Chappell.

Public relations is involved only in the sense that the properties are quietly and carefully nurtured and guarded from unauthorized use, infringements and commercializations.

Shampoo and songs

The shampoo used by Mary Martin to "wash that man out of her hair" in "South Pacific" was exploited as "the Mary Martin shampoo." A fabric promotion on the same show with Cohama fabrics was highly successful. "The Sound of Music" has provided a fine promotional tool for a number of television equipment and record player companies.

Continued on Page 16

1960 SUMMER OLYMPICS IN ROME...EXCLUSIVE ON THE CBS TELEVISION NETWORK

You will be more than a good sport if you take your customers to the Summer Olympic Games in Rome, via the exclusive broadcasts of the CBS Television Network. You will be the far-sighted sponsor of an exceptional advertising vehicle. All signs point to the gathering of an unprecedented television audience—vast, excited, and attentive, coming back day after day.

People are still talking about this network's coverage of the Winter Olympics at Squaw Valley: viewers still marveling at the thrills of Olympic competition; advertisers still marveling at the size and quality of the television audience. *Five out of every six upper and middle income families*, and three out of every four lower income families, watched the Winter Games. If you make cars or stoves or other "high-ticket" items you will be interested to note that upper income families watched most, as Nielsen average-minute ratings show:

UPPER INCOME	25.5
MIDDLE INCOME	22.0
LOWER INCOME	16.7

The broadcasts from Squaw Valley also attracted more *adult* viewers per family than any other Winter program—with the result that a leading cigarette maker was the first advertiser to sponsor a part of the Summer series. (Because of the number of viewers of *all* ages, a famous cereal maker soon followed.) Altogether, more than 100 million Americans tuned in.

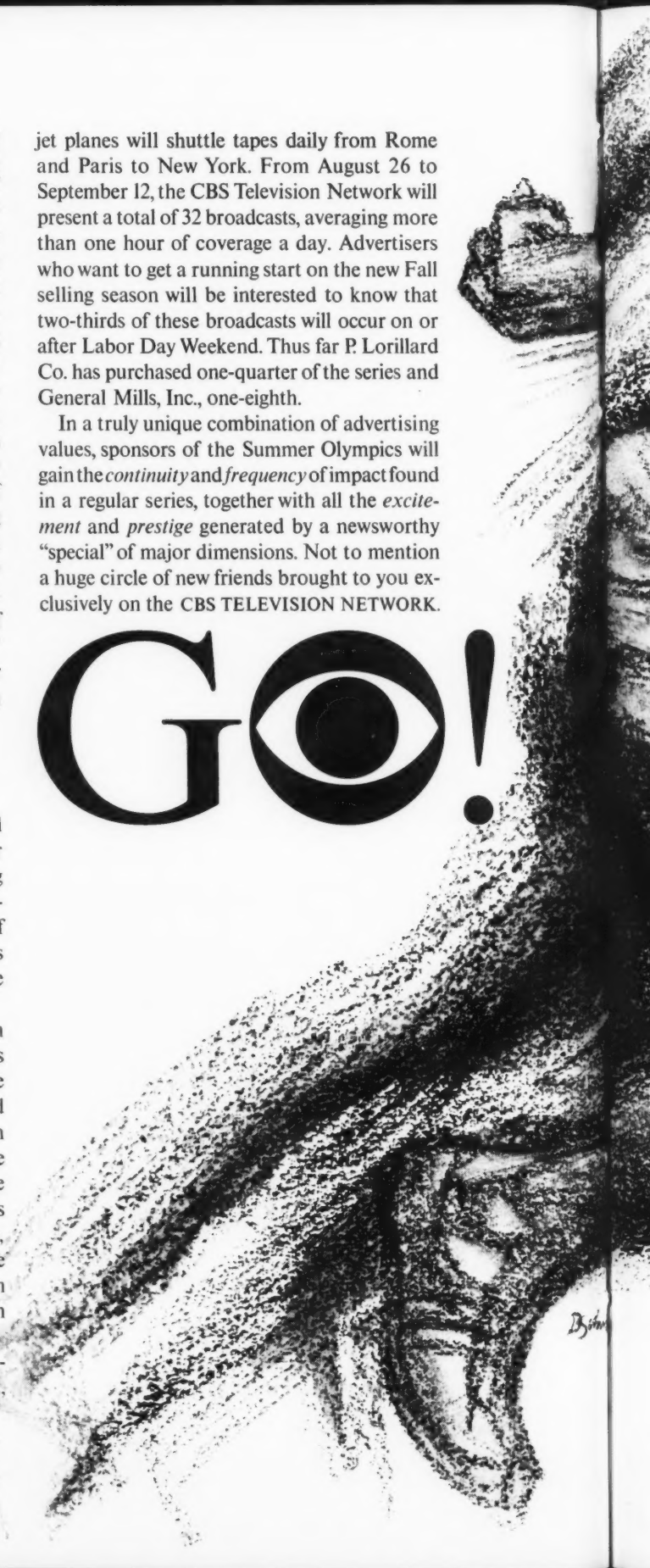
Yet the Winter Games were scarcely more than a warm-up exercise for the Summer Olympics—the world's greatest sports spectacle—to be held this year in the ancient thoroughfares and modern arenas of the Eternal City. Television tourists will follow the Marathon from the Capitoline Hill along the Appian Way, past the Coliseum to the Arch of Constantine. Sports enthusiasts will see Herb Elliott of the 3:54 mile, the seven-foot high-jumping John Thomas, the fabulous Konrads swimmers—the foremost men and women athletes of our time drawn from every quarter of the globe.

To bring the Summer Olympics to the American people within a few hours of each event,

jet planes will shuttle tapes daily from Rome and Paris to New York. From August 26 to September 12, the CBS Television Network will present a total of 32 broadcasts, averaging more than one hour of coverage a day. Advertisers who want to get a running start on the new Fall selling season will be interested to know that two-thirds of these broadcasts will occur on or after Labor Day Weekend. Thus far P Lorillard Co. has purchased one-quarter of the series and General Mills, Inc., one-eighth.

In a truly unique combination of advertising values, sponsors of the Summer Olympics will gain the *continuity* and *frequency* of impact found in a regular series, together with all the *excitement* and *prestige* generated by a newsworthy "special" of major dimensions. Not to mention a huge circle of new friends brought to you exclusively on the CBS TELEVISION NETWORK.

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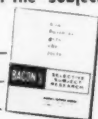
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But the songs themselves are held inviolate. A hundred people have had ideas for the use of the song, "Manhattan," from the Garrick Gaieties of 1925. Several cigarette companies were interested in the lyrics of the song, "All at Once You Love Her" from "Pipe Dream." The line that intrigued them was "You start to light her cigarette. All at once you love her." The answer was a firm, quiet "no, thanks."

Demands of many kinds are made for the use of the songs and the music. Some involve best sellers, others from the half-forgotten past. No disturbing precedent is allowed to creep in. There is a belief that any song or any play might be revived to hit proportions.

Richard Rodgers and Oscar Hammerstein are asked to participate in many things. Between the extremes of doing everything and accepting everything and the opposite of hiding, they choose a middle course. They will do what they can and they will do the things for which there is a reason. Their interests focus pretty much on the cultural life of the community but are in no sense limited.

Mr. Rodgers has wide interests; so has Mr. Hammerstein. They are far from identical. The scrolls, the plaques, the committees, the various honors requiring one degree or another of their personal participation are examined in two lights — first, whether there is a reason and second, whether there is time.

These are passive—almost defensive—aspects of public relations. Another is research and background. For two men productive in the theatre for 30 years, there is bound to be an accumulation of material.

R & H fact book

Ordinarily, a writer or an editor with a subject as wide in its span of years and creative efforts as Rodgers and Hammerstein would resign himself to digging. Many visits to the library or the newspaper "morgue" would have to be scheduled. Several years ago, Rodgers and Hammerstein had their story—the facts of their work in the theatre—pulled together. Duplicates were produced by offset lithography in an informal Fact Book. Later, this was made into a "hard" book for the use of libraries, colleges, editors, television and radio stations and others. The Fact Book is in every

sense a research work. For instance, in gathering reviews, the bad are included with the good. Every effort is made to achieve an historically accurate balance.

How the team of Broadway producers and writers of songs express their interest in the cultural life of the community is a story that will never be told. One or the other of them is on the board of many colleges, foundations and philanthropies.

Occasionally, New York newspapers carry a report that one of them delivered an address in New Haven, or Swarthmore, or Hartford. Generally, they are off-the-cuff, or from notes. They are not ghost-written or even written. These are talks by men who have something to say, speaking only when they have something to say.

Not long ago, they set up a grant for the person in the Boston area who did most for the theatre during a specified year. A committee of college presidents selected William Morris Hunt for the award. Dr. J. J. Stratton, president of M.I.T., made the presentation at his home in Cambridge. Mr. Hunt spoke movingly of his beloved Boston Arts Center and what national recognition of a community theatre meant. The only comment made by Rodgers and Hammerstein was that they hoped the award could be made again, in other cities.

Employee Annual Reports Contest

"The Score," management report on employer-employee communications, is holding its seventh annual contest to determine the best employee annual reports in business and industry. Contest closes July 31.

Entries are appraised on the basis of their journalistic quality, effectiveness as financial statements of management, design and plant-level acceptance. Judges this year include Professor Charles E. Barnum of the Medill School of Journalism, Northwestern University; Carl C. Harrington, editor-in-chief of *Mill & Factory*; Howard A. Marples, retired public relations and advertising director of Monsanto Chemical Co., and Veto Varlotta, art director of *The Reader's Digest* condensed books.

"The Score" is published by Newcomb & Sammons, 224 E. Ontario Street, Chicago, Illinois.

HUMANIZED APPEALS IN FUND RAISING



By Dr. Sidney J. Levy

Most public relations practitioners are involved at one time or another with fund-raising drives, either as part of their jobs or on a voluntary, extra-curricular basis.

Their involvement may range all the way from writing speeches, publicity releases and solicitation letters to assuming complete responsibility for planning and carrying out the campaign. The success of the drive obviously depends on how effectively the "cause" is presented to the appropriate publics.

Motivation research into attitudes toward fund drives provides a useful guide to public relations people in their efforts to stimulate the general public, corporations, or other specific audiences to contribute money and time or both.

What motivates people?

An understanding of what motivates people to respond to appeals

SIDNEY J. LEVY received his Ph.D. at the University of Chicago. During the course of his graduate work he became a research assistant with the Committee on Human Development, on the Midwest Clinical Conference. His studies dealt primarily with adolescent personality formation. He also worked as a research associate in the Division of Psychiatry of the Department of Medicine at Billings Hospital. Dr. Levy joined the staff of Social Research, Inc., in 1948. He has specialized in studies of symbols in the American culture, particularly as these relate to communications and consumption patterns.

for money has application to any type of fund drive, whether for a church, a school, a health organization, a community fund or a political party. Motivation research indicates that people—either as individuals or corporations—usually are guided both by a sense of duty and by their own self-interest—often without realizing it—in deciding whether to give much, little, or not at all. And self-interest may range from an individual's un-

MOTIVES FOR GIVING:

- Buying a place in heaven
- Repentance for sins
- Insurance for good luck
- Personal sense of well-being
- To do one's duty
- To be kind to the underdog

conscious (and certainly unexpressed) wish to impress the neighbors all the way to the corporation's conscious wish to affect an entire community favorably.

Other motives for giving: buying a place in heaven; repentance and forgiveness for sins; insurance for good luck; a personal sense of well-being and generosity; to do one's duty; to be kind to the underdog; to achieve membership in desired groups.

All of these motives apply to willingness to participate actively in fund-raising work and should be taken into account when volunteer committees are being organized.

Two factors to watch

Two corollary factors, in addition to basic motives, are bound up in the entire giving process.

1. People have been taught to give

but not how to give. They consider charity to be a moral obligation, but find it difficult to decide how much to give and how to allocate their donations among the various causes soliciting their support. The necessity to make these decisions reduces the gratification that otherwise goes with giving. Payroll deduction plans often are welcomed because they relieve the donor of the necessity of deciding how much to give to whom.

Corporations and upper-middle class people are exceptions to the uncertainty factor. They often give consideration to income tax deductions in determining the amount they will give.

2. Patterns of giving are seldom formed on a basis of logical planning but, once established, they are likely to be continued. The majority of people (those in the middle and lower income groups) continue to give to the same five or six charities year after year, usually giving similar amounts each year.

In an economic recession period, they will be ashamed to reduce their donations and therefore may drop the charity entirely. At such times, public relations men must take care that their appeals do not arouse anxieties that would trigger this reaction. The tendency to give the same amount each year also must be taken into account when attempts must be made to increase donations to meet rising costs of charity operations.

The two primary reasons why the mass majority of people contribute to fund drives have special meaning to the public relations practitioner who makes plans and writes fund-raising news releases, brochures, speeches and solicitation letters.

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People give most readily to causes that have a personal or emotional meaning to them. They feel *obliged* to give to other causes, much as they are obliged to pay taxes. These obligatory commitments are made because the project is considered worthy and necessary, not because the donor expects to receive any direct value or even great personal satisfaction.

The hierarchy of loyalties goes like this:

1. The church.
2. Fraternal organizations and other socially purposeful groups, such as schools, with which the donor or his family is associated.
3. Emotionally-related organizations such as health groups, orphanages and old people's homes with which the donor can identify present or prospective interests.
4. Obligatory commitments, such as the Red Cross or Community Chest, which the donor feels he has to support regardless of personal considerations.

In each of the first three groups the personal motivation is extremely strong. People recognize the church emotionally. Rationally, they say that individuals are its only means of support and that its existence is essential to the family, the individual and the moral welfare of the community and the world. Socially, the church offers an important in-group, a support that is especially important for minority group members.

Fraternal organizations, schools, colleges and, to some extent, political parties, provide a "this is mine" incentive. People support groups to which they belong as a matter of prestige, as well as for the opportunity to associate with like-minded people. A college graduate wants his alma mater to be recognized as a leader, whether academically or on the football field. He also wants his children's school to provide the best possible educational facilities.

"Preventive" giving

Health groups receive strong support because a relative or friend has died of heart disease or cancer or polio—or because these are real threats to the individual and the public. Orphanages have a strong emotional appeal to people with many young children. Old people's homes and welfare groups are important to those nearing old age, themselves.



MOTIVATION RESEARCH indicates many people are guided by their own self-interest; and self-interest may include the individual's unconscious wish to impress the neighbors, or to be well liked.

Supporting such organizations constitutes a kind of "preventive" giving, with anticipation of concrete results that may, conceivably, save one's own life or that of others in the future.

Attitudes toward the "obligatory commitment" group of causes are in contrast, and the contrast indicates how public relations practitioners should direct their fund-raising activities for this fourth group.

The problem for the public relations man involved in raising funds for these groups is this: How to "humanize" their appeals.

Our studies indicate that the communications should emphasize feelings of individuals, rather than formal needs. The unhappiness of deprived children, their joy in freedom from sordid pressures, the sympathy of helpful adults, the happiness of a reconciled family—all are far more persuasive than a "big picture" approach based on dollar quotes and how money will be divided among agencies.

In money-raising, as in vote-getting, the doorbell approach is unsurpassed. People find it extremely difficult to say no to a personal request. The same person-to-person effect can be achieved by direct mail, if a solicitation letter is signed by someone known to the recipient. Even when signed by a stranger, a letter forces the recipient to make a conscious decision whether to write a check or throw the letter away. This is a situa-

tion he does not face when merely reading about a fund drive in a newspaper, although the right kind of publicity will have aroused his sympathy for the object of the drive.

Fund-raising appeals to corporations and upper-middle class business and professional people should take a different approach from those directed toward the mass majority. These groups still have "human" motives—competition, for instance.

The corporation is influenced by what other companies are doing, both in terms of amounts of money given and techniques used to collect money from employees. Publicity on big donations by corporations and individuals has great influence on total collections from business groups. But they also have a more conscious, intellectually-oriented set of self-interests, with decided economic overtones. The approach to them can be more intellectual and technical.

1. Tax benefits. The corporation and upper-middle class individual are interested in the relationship of contributions to their income taxes. Literature directed toward them should point out the various ways by which cash, common stocks and other forms of gifts benefit both the high-tax-bracket giver and the recipient.

2. Civic responsibility. Public relations people are well aware of their influence on industry's growing acceptance of responsibility for community welfare. Such enlightened interest is a theme that should be emphasized in appeals to business and professional men.

Literature should explain how Community Fund money will be distributed among welfare agencies, what the new college physics building will mean to industrial research and development, what heart disease and alcoholism mean to business in terms of lost man-hours, early retirements and death benefits.

Whether people are asked to give money or time or both to fund-raising drives, their response is conditioned by their attitudes toward the particular fund-raising group. Attitudes toward charities can be changed or strengthened, just as attitudes toward products can be changed or strengthened by applying the various techniques of public relations.

A knowledge of how and why people give will enable the public relations practitioner to couch his appeals in the most effective manner.

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A COMPANY GETS ITS PORTRAIT PAINTED

By Harold V. Bell

The corporate image and the brand image are rather profound concepts that have been thrust on the business world by intense competition. Products often have become so alike in quality and price that brand "personalities" or the vision of the company standing behind the product have a decisive influence on sales and on public opinion. Furthermore, a strong and favorable impression of a company tends to attract and hold desirable employees, obtain capital on favorable terms and avoid trouble in the trade, with lawmakers and in the community as a whole. It is easy to see that a main function of public relations is image development.

More and more professors and scientists are learning enough about practical business problems so that they are able to come forth with ideas and techniques that appeal even to the most hard-headed managements. The contributions of the physicist, the chemist, the engineer to production and the development of new products are evident. Yet, *people* will always be more important than machines or things. People are of particular interest to public relations and marketing men. So, many of these executives have found out much of what social scientists have learned in their extensive studies of human beings.

The social psychologist is especially useful in this respect because of

his knowledge of how groups and masses of people think and behave. One of his dramatic contributions has been motivation research, which attempts to learn the real basic reasons why people react as they do.

The concept of the corporate personality is a newer contribution of psychology that is proving equally valuable and provides a public relations tool *par excellence*.

Philosophy was the father

The image concept has its first origins in philosophy. The philosopher Kant emphasized that things may not have material existence since we can know only by our perceptions. Thus a chair is not a chair. It is just a mental image, apparently caused by *something* that looks and feels like what we have come to call "chair." In the same way a corporation is a composite photograph that exists in our minds, and which is the result of experiences we have had with this corporation. Such experiences may include our reading newspaper articles about the company, buying its products, seeing its factories, acquaintanceship with its employees, buying its stock, etc.

Refinements on this idea have shown that a mental image is more than just the sum of the sensations or perceptions that make it up. There are wide implications in the fact that images have forms and unifying themes that tie all the parts together.

The public relations practitioner does not have to be a psychologist or a philosopher to see that his main job is to build in the minds of various publics a most favorable impression of his firm, or client firm. Naturally a good impression should *deserve* such recognition. Sometimes a corporate executive will remark defensively, "We don't have an image." This is not true. Everything that exists has an image of some kind. A company may need a *different* personality or a *stronger* personality or a *more favorable* one. But *all* companies have an image of some kind.

There is some danger of becoming so infatuated with the idea of improving the impression of an organization that we ignore the importance of what already exists. It must be remembered that for a company to be in business at all, there must be a sizable group of people that like the company as it is. Changes might alienate old customers or other friends.

A vanishing breed

Clearly, an important aspect of the company personality is its *intensity*. Today with thousands of companies and products noisily competing for our attention in mass media it is important that a firm be well known and project a strong, clear portrait. We all know of conservative companies that are content to maintain a good reputation among established customers and the trade and who are satisfied by producing a good product (often a product that was outstanding ten years ago). These are a vanishing breed which are slowly being ploughed under by more aggressive competitors. But usually a corporation can achieve its aims by greatly increasing its budgets for public relations and institutional advertising — granted that its policies and practices are right.

A large eastern utility makes heavy use of a humorous, lovable cartoon character in its institutional advertising. This wins attention and readership. The light, friendly tone serves to overcome the picture that some people have of utilities as being huge, cold and impersonal. There is reason to believe that this unfavorable impression of utilities can be changed for the better.

Strength and stability are important image characteristics of financial institutions. Many banks enhance this

A STRONG CORPORATE IMAGE WILL:

- make executives and workers want to join your firm
- keep the workers you already have
- open doors to your salesmen—doors that might otherwise remain closed
- help gain cooperation from retailers
- cause shareholders to pay good prices for a stock

by means of massive, columned exteriors. A leading insurance firm uses the Rock of Gibraltar as a trademark. This is good. But just as an image has favorable and unfavorable characteristics so do characteristics have favorable and unfavorable overtones.

Strength and stability

The strength and stability so important in financial institutions may carry with it connotations of impersonalness and unfriendliness. This is a particularly serious problem for banks. One insurance firm combats this nicely. Its main office happens to be located in a small town. The homey, friendly atmosphere of this town is emphasized and carried over into the personality of the insurance firm.

Turning to the metals industries, studies showed that very little was known about a major copper company but it was considered "old fashioned." There was, however, some mention of the beauty of metallic copper. The resulting recommendations were that public relations and institutional advertising should emphasize the attractive color of the reddish metal and point up its role as the "heart" and "blood" of advanced electrical and electronic devices, especially in glamorous automotive, aircraft and missile fields. The nature of the product is definitely an important influence on the public impressions of firms in metal industries.

Advertising helps to determine corporate impressions—partly because of the influence of the product being advertised. However, in respect to the corporate image all advertising must be considered institutional advertising to some extent. The public relations director, as executive in charge of company image development, should review all important ad-

vertising campaigns. Scare themes, humor, extreme frivolity and off-beat techniques may sell goods but they can also have an undesirable effect on the company personality.

Contrariwise, as was indicated earlier, a fine company reputation standing behind a product can give the consumer confidence. This can have a most favorable effect on sales, particularly where new products are concerned—also on reactions of various other publics.

Used unblushingly

Classic use of the corporate image concept is made by a leading food manufacturer. A steady and intensive public relations and institutional advertising campaign is constantly enhancing the company name. This accumulated good will is then used unblushingly to support its products. Far from shying away from its untried products, the firm uses its name heavily, along with the company "testing laboratories," to give consumers confidence in its new products.

Much of the public's impression of a corporation is projected through news releases. When the public sees a company name in print, is it a story of lawsuits, scandals, or alleged deceptive advertising? Or has the firm, by its sponsorship, saved a public interest television show from being taken off the air, or otherwise improved its reputation?

The corporate picture also is projected through employees. Enlightened personnel policies—with respect both to the type of person hired and how he is treated on the job—will make nearly every employee a walking, talking public relations asset for the firm.

A company projects itself through its plants and other facilities. A fine factory can be a source of pride for an entire community. A modern, new plant with the company name displayed prominently, on a well-traveled road, is a good kind of corporate promotion. Trademarks and letterheads also are of basic importance.

Trade relations help to determine a corporate picture. Retailers, wholesalers, suppliers, etc., rank right along with customers and employees as arbiters of company success. A study was made about leading drug firms in the minds of pharmacists over the

Continued on Page 22

CONTRIBUTORS TO THE DEVELOPMENT OF NEW PRODUCTS:



The Chemist



The Engineer



The Physicist

HAROLD V. BELL, JR. is a principal in the psychological market research firm of **Harold V. Bell & Associates**. A Texan, he obtained a Master's degree in social psychology at Southern Methodist University. After a varied career as a Naval officer, in university teaching, advertising and broadcasting, he set up his own research organization. The firm has conducted several major image studies for leading corporations.

THE COMPANY IMAGE

"The public relations practitioner does not have to be a psychologist or a philosopher to see that his main job is to build in the minds of various publics a most favorable impression of his firm, or client firm. Naturally a good impression should deserve such recognition. Sometimes a corporate executive will remark defensively, 'We don't have an image.' This is not true. Everything that exists has an image. A company may need a different personality or a stronger personality or a more favorable one. But all companies have an image of some kind."

country. Pharmacists are in a key position because they often are called on to recommend products and brands to their customers. This research revealed that the main consideration in shaping the attitude of pharmacists toward drug manufacturers was a seemingly small thing—the speed and fairness with which companies accepted the return of unsold goods and reimbursed for them.

Research can help to assure maximum results from public relations effort which goes into image development. When public relations people have an objective "personality profile" of their company to guide them, they can concentrate on areas that will do the most good. Thus in the above example about the drug field

it would seem that effort expended in speeding the return of unsold goods would pay excellent dividends.

The starting point of a corporate image research project is usually qualitative. (Motivation research is an example of this approach.) Depth and projective techniques are used to study the whole broad area of the problem. Then the comprehensive material is analyzed by psychologists to determine the most realistic, dynamic forces and influences that are at work.

In corporate personality research we begin with a series of depth interviews to learn the most realistic and meaningful ways in which the public in question visualizes, characterizes, and judges companies in the client's industry. Examples of such qualities might be: "a large company," "sells fine products," "a good company to do business with," etc. Special consideration is given to qualities that reflect the kind of image *desired by management*—a vital consideration indeed—and also the qualities that are easiest for public relations people to work with—things that something can be done about.

Psychological intensity scale

A psychological intensity scale is then developed based on these characteristics. Twenty-odd items are used. This is a convenient number for an interview and yields more than enough image data. The second stage of the research is to administer the scale to a representative cross section of the public being studied. Respondents are asked to rate the client company, one or two competitors and the theoretical "ideal" company as strong, neutral or weak on each quality. Finally, respondents are asked to rate each quality according to its importance.

Results are reported in the form of a succinct one-page profile. This will show the following at a glance: (1) the most realistic ways in which

the public judges companies in the industry, (2) how important each company quality is and (3) how the company rates in these key qualities in an absolute sense, in relation to the competition and in relation to the "ideal" company.

The archives of psychology describe literally scores of projective techniques and perhaps even more scaling and other measurement devices. Real experts are needed to develop image research that has high overall utility. The approach described above has proven most efficient in meeting, at moderate cost, many management objectives.

Profiles easily obtained

Profiles of two or three corporations can be obtained about as easily as one. In this way two or more companies can cooperate on the project, drastically reducing costs. And the items of the intensity scale aid respondents in recalling things about companies that they really know very little about. Anyway, in such circumstances it is quite permissible to tell respondents to "just guess" in rating firms. Guesses may reflect predispositions that are as important as knowledge of facts. When a respondent "guesses" and rates one firm over another, it is comparable to the more crucial decisions in the market place. Buying and other decisions are quite often made on the basis of inadequate knowledge or when competing firms or brands seem equally attractive.

Advantages manifold

The advantages of a strong and favorable corporate image are as manifold as the areas in which a company operates. A fine image will make the best executives and workers want to join a firm; it will help keep those who are already there. It will open doors to salesmen—doors that may otherwise remain closed. It will help in plant communities when there is a tax hearing, strike or other crises. A good corporate standing will help gain cooperation from retailers. It will enable firms to obtain financing at attractive rates; it will cause shareholders to pay good price for a stock.

Without question, the concept of the corporate image has become a powerful public relations tool for those who must help American business enterprises grow and prosper.



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TV AND PRESS JOIN UP FOR COMMUNITY PROGRESS

By James M. Adams

Television and the press can get together and enthusiastically support a community program. KREM-TV Spokane, Wash., and nearly 100 community newspapers have been doing it.

The project began in the television station's offices. A staff conference was called to develop a comprehensive public service program which had a twofold object. First, to demonstrate that this broadcaster's channel covers a large market in four Western states (eastern Washington, northeastern Oregon, Idaho and western Montana); and second, to prove it is interested in the progress and economic potential of every community within this area, sometimes called the "Inland Empire."

Out of that meeting came a program that was rather overpowering in terms of what had to be done. Here's what the broadcaster set out to do:

Present a five to seven minute "Community Profile" series of more than 100 different communities within the station's market area. The documentary series would become a regular, twice weekly feature in premium time during the station's "Newsbeat" program, Tuesdays and Thursdays from 6:30 to 7:00 p.m. "Profile" would cover the background, economic set-up, local government, schools and highlights in brief on the reason for the existence of each community.

To produce this program well would call for the cooperation of the local press in each community. After all, "Who really knows the people, places and highlights of the various towns like the publishers, editors and writers of the local newspapers?"

KREM-TV, therefore, sent a telegram to key newspaper editors and

publishers on a list of the communities scheduled for television presentation. The wire invited them and their wives to dinner at the Davenport Hotel in Spokane as guests of the station. The telegram stated that details and a formal invitation would follow by mail. Even before the letter invitations went out, long distance telephone calls from publishers and editors asked if the event would be "formal," or if business suits would be correct.

Letter followed

The letter that followed the telegram explained that the broadcasting personnel wanted to meet with newspaper people and present details of the proposed "Community Profile" series. An individual "Community Profile" couldn't have complete, current and objective impact without press help and guidance. The station wrote:

"Your counsel will permit an honest picture acceptable to your own community and interesting to all others within our television service area. We hope this series will alert each community to its own true, present and potential economic position . . . and serve to impress each of us with the full opportunities that exist in this area." The publishers and editors and their wives arrived for the dinner meeting in considerable numbers.

After dinner, the station's personnel outlined objectives of the program and gave guests a preview of what "Community Profile" would be like. Omak, Washington, a town some 150 miles from Spokane, had been selected as the first community to be presented. After an eight-minute sound film had been viewed, the "Community Profile" program was off the



KREM man interviews publisher-editor to get additional background material.

ground. Tentative schedules for filming and airing the program for each community were passed among newspaper people. Not one of these schedule sheets was left behind after guests had departed. Enthusiasm and complete cooperation that greeted the broadcaster's newsmen as they began visiting each community dispelled any possible doubt that the program would not be well received by the press. Local newspaper people added great value to the series through their extensive knowledge of their own communities.

The first "Community Profile" was aired October 5, 1959. An advertisement was run in the local Omak newspaper announcing the program and giving date, time and channel. This has become standard procedure before each "Profile" airing.

Phone calls began

After only two of the programs had been televised, the television station began receiving telephone calls from other communities inquiring when their town would be featured. Callers were told to contact their local newspaper editor for complete information. Newspaper editors by now were giving editorial space for the series and in one case, where the paper's advertising space was filled, the editor said he couldn't run the advertisement but he was giving the profile a front page story.

The quality of the film and interesting presentation of the communities already covered have been the subject of much favorable comment.

Continued on Page 24



KREM-TV COMMUNITY PROFILE planning session included a discussion on the pros and cons of the highly complex series with a group of the television station staff members participating. Programs showed area's progress, economic potential.

Response has been outstanding not only from viewers in communities thus far covered, but also from Spokane and other cities and towns in the area. An educator wrote: "May I congratulate you on your program 'Community Profiles.' This is meeting a very definite need in our Washing-

ton history classes, as well as in our elementary social studies. We appreciate the advance schedule which you have given us. This enables us to do planning and research in preparation for each release."

The cost of the program has been high but is paying off for the station

in higher viewing ratings. Its news staff is getting more news "scoops" from outlying areas. The library of film and facts about the various communities provides the station with valuable background material.

This isn't just a television station any more. It's becoming a personal friend to each community in its area. The all-out effort of newspaper people to cooperate wholeheartedly with television people and the success with which the "Community Profiles" have met, have pointed up the fact that two rival media can get together remarkably well on a worthwhile project. It has also proved that television can be an important and vital asset to its market as well as for entertainment in the home.

* * *

EDITOR'S NOTE: A few months after this cooperative program of press and television had been in effect, we received an announcement that KREM Radio and TV in Spokane won seven first place reporting awards in nine radio and television categories in competition with entries submitted from the areas of the four Northwestern states involved. The station also was awarded three out of four inscriptions on the newly created Edward R. Morrow plaque.

Books in Review

A READER'S GUIDE TO THE SOCIAL SCIENCES, Bert F. Hoselitz, Editor, The Free Press, Glencoe, Illinois, 1959, 256 pp., including a readers' guide to Free Press Books, and index, \$2.95.*

Reviewed by Rex F. Harlow
Editor and Publisher
The Social Science Reporter

Here is a volume that offers a varied fare for the public relations man or woman. Presented, according to the author, as "a general introduction to the literature of the social sciences that would deal with the differences in the literary output in the major disciplines and the nature of available tools, in the form of books, journals, pamphlets, and reference works that are consulted and used by social scientists in their research and teaching," it is

*A library edition is also available at \$6.00

also, he hopes, "an introduction to the general reader interested in the literary output of the different social sciences."

In addition to the first chapter, which is devoted to a brief account of developments in the social sciences in the last 200 years, there are seven other chapters, each dealing with a particular social science and authored by a specialist in that science. The seven social disciplines covered are: history, geography, political science, economics, sociology, anthropology, and psychology.

For the public relations person who is familiar with the social sciences and wants a working tool that will direct him quickly and easily to the books and other literature useful in his work, the book is helpful. But for the public relations person who is not familiar with the social sciences—described by the author as the "general reader"—it has doubtful value. The general introductory material in the first chapter by the editor, and the special introductions and discussions by the authors of the other chapters are interesting and informative. But the remainder of

the material is primarily for librarians and workers in the social science field.

To this reviewer, the chapters that offer the most of value to public relations people are the ones on sociology and psychology. All the chapters contain a great deal of important information, of course, if one will dig it out and use it. As the author quite properly points out, although many books and quite a few journal articles are cited in this study, the book is not a bibliography.

A good, solid reference and working tool to have in your library.

FINANCIAL PUBLICISTS DIRECTORY, second annual edition, published by Investment Dealers' Digest, New York, N. Y. 104 pp., \$3.00.

This expanded public relations counsel directory provides an alphabetical listing of more than 1,500 corporate clients of some 400 publicists and national advertising agencies with publicity departments. A supplementary section lists 500 corporations with a designated officer in charge of answering financial inquiries.

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To be sure that your company's name is identified with this unifying event, we urge you to make space reservation now for the October issue. Just drop a note to Gus Lewander, Advertising Director, *PUBLIC RELATIONS JOURNAL*, 375 Park Avenue, New York 22, New York.

"Classified" Information for U. S. Defense Suppliers

Editor's Note: The opinions expressed in this article are those of the writer, and in no way reflect the views or endorsement of the Department of Defense. While this material applies only to a minority of our readers, the editors feel it may interest that minority.

By David L. Woods

The words "classified public relations" may be somewhat confusing to readers not familiar with the tremendous industrial complex devoted to supporting the United States' military defense by research, development and production. Perhaps a brief definition of terms is in order. By "classified," I refer to material graded CONFIDENTIAL, SECRET, or higher by responsible officials in our government. And by "public relations," I mean two sizable segments of the available "publics"—the military and prime contractors.

For those who are confused about who the "prime contractors" are, I shall identify them as the organizations that were awarded the contracts which your group should have received, but from whom you are now going to try to secure sub-contracts, since any contract is better than none.

Obviously, the biggest buyers in the military support business are the military themselves and those corporations which, now and then, are awarded sizable prime contracts. It is very difficult to communicate with both of these groups. For this reason, most research and development companies have sizable staffs attempting to hurdle this communicative void. Although these staffs are known by various titles (Long Range Planning, Military Liaison, Customer Requirements, Applications Engineering, or occasionally, just plain "sales"), many of their problems overlap into that area generally defined as "public relations."

There is now in existence an important medium for effectively com-

municating with both the military and "prime contractors." Although many people are aware of this medium, many individuals and organizations are not. I refer to the various classified military motion picture reports.

The basic idea of filmed progress reports is not new. The military services have regularly produced classified, 16 mm color motion picture reports for several years. Most of these are about 30 minutes long.

The Air Research and Development Command of the Air Force (ARDC) has produced a monthly filmed ARDC Staff Report since 1954. These Research and Development (R&D) Progress Reports include about eight projects per film. Since there are at least 12 reports per year, this allows ample opportunity to cover specific tests and operations in some detail. Projects may be repeated frequently, in that a particular aircraft

may be followed through de-icing tests, night flying tests, etc., over a period of several reports.

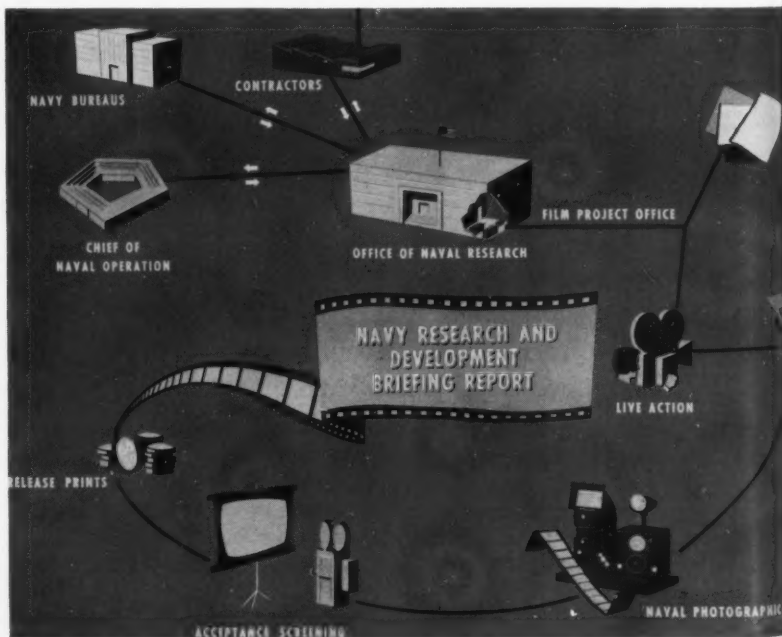
Army R&D reports are issued about six times a year. These films may include as many as ten projects, and thus dwell less upon technical matters than the ARDC series. Projects are sometimes repeated at intervals. Thus the Army series emerges as primarily an operational catalog of new weapons and other equipment.

The Navy Research and Development (NARAD) Briefing Reports offer a third format. Although the NARAD series is limited to four reports annually, these films attempt to cover both technical and operational aspects of each subject. Usually each report contains about six subjects, although a given subject may be broken down into several specific projects. Each NARAD report tries to present a complete story on each subject.

Variety of production methods

The differences between the formats of the three series are due chiefly to the production methods employed by the three services. The ARDC reports secure technical material and film footage periodically as a regular part of each Air Force R&D contract with a civilian firm. Since civilian input is primary, there is more emphasis on the technical than the operational.

OFFICIAL U. S. NAVY PHOTO



FLOW DIAGRAM illustrates pattern of production for a Navy briefing report.

The Army, however, depends almost exclusively upon Army photographic units to secure film coverage of appropriate projects. This method, naturally, provides a good deal of coverage on the testing of end items, and far less on engineering design or factory production work.

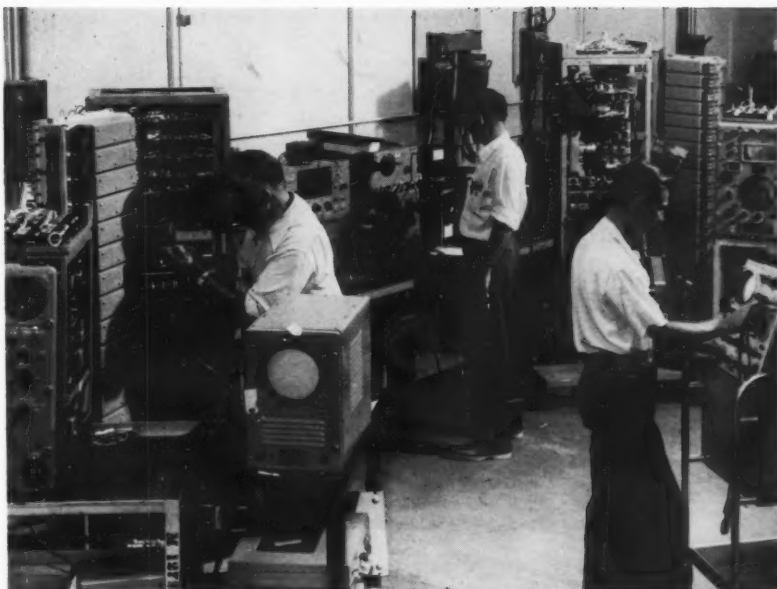
The Navy's NARAD program combines features of both the Air Force and the Army films. The key difference is one of funding. The NARAD series draws almost all of its material from what is already available or can be obtained at no cost from Navy contractors or within the Naval establishment. There is no financial reimbursement for contractors who film Navy projects for NARAD, and no regular program for Navy photographic teams to submit film footage to the NARAD office. Thus, the NARAD series offers an opportunity for independent action by the contractor.

This opportunity, however, does not require an in-plant film production unit, or even sizable sub-contracting to a film production company! This is due to the unique organization of the NARAD program. The series is produced for the Chief of Naval Operations by the Office of Naval Research, using the production facilities of the United States Naval Photographic Center.

Companies with Navy projects deemed suitable for the NARAD series are permitted to suggest them through the appropriate bureau. Bureau NARAD representatives nominate projects (whether suggested by the contractor or not) to the NARAD office. Eventually a recommended group is submitted to Chief of Naval Operations for final approval.

After the subjects for a particu-

DAVID L. WOODS is Manager, Presentations and Advertising, Bendix-Pacific Division, Bendix Aviation Corporation, North Hollywood, California. Educated at San Jose State College (A.B., Speech) and Stanford University (M.A., Radio-Television), he entered active Naval Service in June, 1956 and was commissioned an Ensign, USNR in December, 1956. He was released to inactive duty in 1959. Mr. Woods is author of more than a dozen articles on various phases of communications in such publications as TODAY'S SPEECH, JOURNAL OF BROADCASTING and SPACE/AERONAUTICS.



TEST FACILITIES at Bendix-Pacific Division of Bendix Aviation Corporation, North Hollywood, Calif., include advanced laboratory equipment used in judging radar, sonar, missile guidance, electromechanical, hydraulics and digital data handling equipment developed by the organization.

lar report have been approved, the NARAD Project Staff attempts to secure the necessary technical information and stock film footage from the appropriate Navy bureaus, contractors, and sub-contractors. Thus almost no subject is photographed specifically for the NARAD series that is not subsequently included in a report.

The writing, editing, and other production required for a motion picture is accomplished by the NARAD staff. Final editing, production, printing is done by the Naval Photographic Center. The financial economy of this program is obvious. And the savings accrue not only to the Navy, but to prime and sub-contractors as well.

Here at Bendix-Pacific Division, for example, we have no in-plant photographic unit. When the Navy expressed a desire to include some of our work in a NARAD report, we engaged an independent firm. After two days' shooting, this resulted in three of our anti-submarine warfare projects being included in a NARAD report. The total cost was very low.

Currently we are engaged in preparing another somewhat larger project. It will also be accomplished in two days' shooting. Naturally, we have the additional benefit of using this film for other purposes. A large segment of the first footage taken was almost immediately given to one of our prime contractors for one of its films.

Assignment can be simple

In other companies, the situation differs. Of course, for those firms fortunate enough to have in-plant film production staffs, this assignment is simple. Frequently the Navy's requirements can be filled merely by making masters and prints of existing footage.

The primary reason for attempting to participate in the NARAD program is found in the report's distribution. Beginning with four copies in 1956, distribution grew to 70 prints

Continued on Page 28

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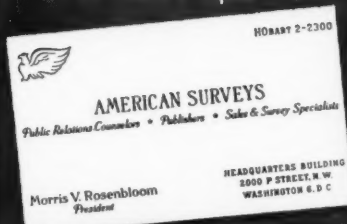
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in calendar 1959. Nearly every major Navy command receives a copy for retention or on a round-robin basis. In addition, Army and Air Force Commands, government offices, schools of all three services, and all major Navy R&D activities receive copies.

NARAD reports are available for loan to appropriately cleared Department of Defense contractors, through the Office of Naval Research (Code 110), Washington, D. C. and ONR Branch Offices.

This contractor loan program developed a most interesting bonus feature. Companies regularly viewing NARAD reports have kept abreast of progress in Naval R&D. In addition, a careful study of "omissions" (that is, projects and ideas *not* included in the reports) channels company thinking in the direction of systems and components which will be needed by the Navy in the future.

Military motion picture briefing reports definitely represent an important new medium of communication for companies engaged in military research, development, and production. It is essential to your company and to our nation that this improvement in communication be publicized and utilized to the peak of its effectiveness.

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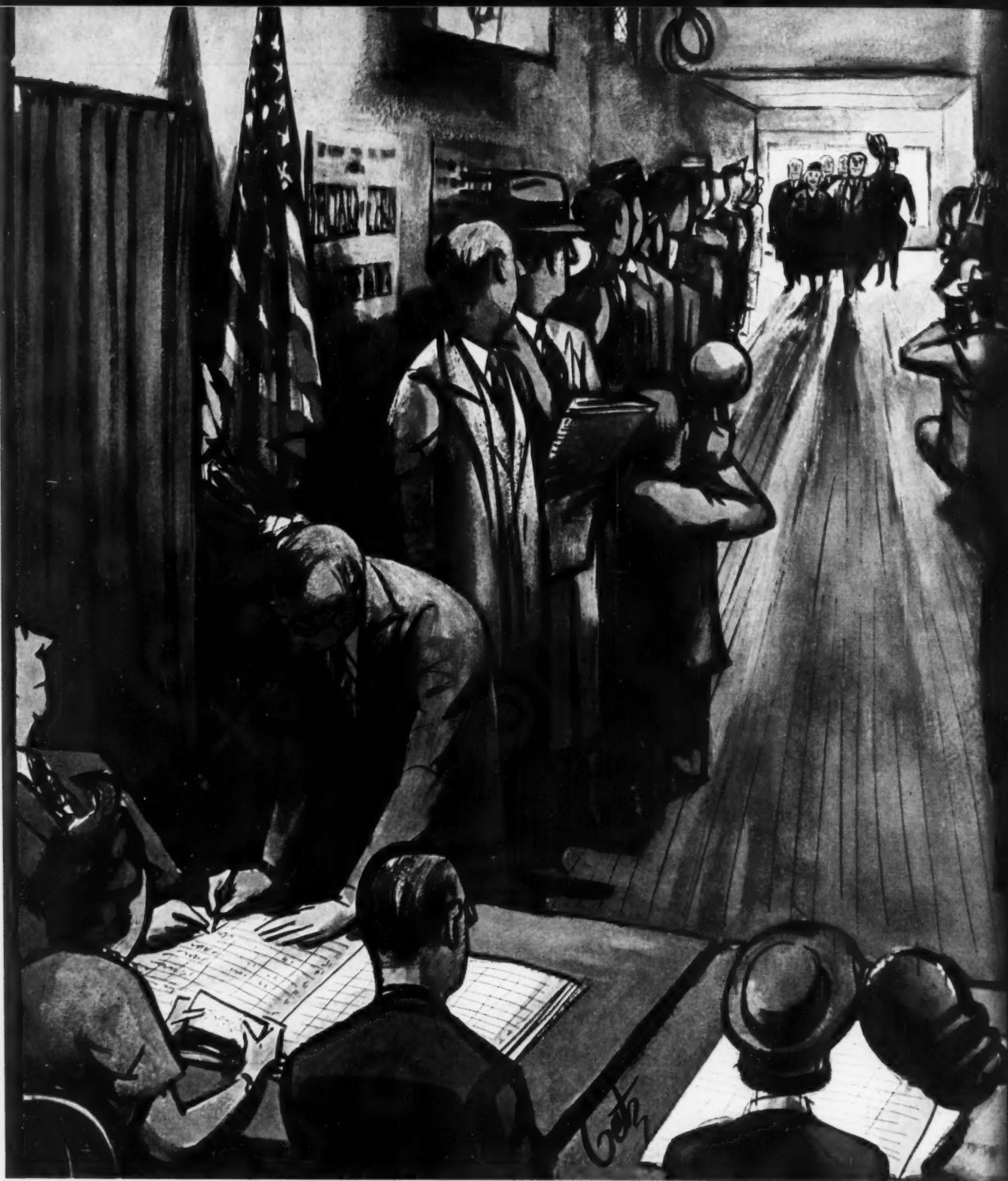
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